



DEPARTMENT OF THE NAVY  
OFFICE OF THE SECRETARY  
WASHINGTON, D. C. 20350

SECNAVINST 12250.4  
OCP 21  
19 NOV 1976

SECNAV INSTRUCTION 12250.4

From: Secretary of the Navy

Subj: Staffing standard for civilian personnel offices

Ref: (a) CMMI 250.1-3

Encl: (1) Department of the Navy Staffing Standard for  
Civilian Personnel Offices (CPOs)

1. Purpose. To distribute a Department of the Navy staffing standard for civilian personnel offices, for use by appropriate authorities in determining manpower needs.

2. Background

a. This standard is an outgrowth of a study initiated in 1973 of staffing and funding problems of the Department of the Navy's consolidated civilian personnel offices (CCPOs). It became evident in this study that staffing criteria were needed before useful solutions could be obtained and, under its charter in reference (a), Office of Civilian Personnel (OCP) was asked to develop such criteria. Because of the commonality of CCPO problems with problems of CPOs generally, the staffing inquiry was extended to all CPOs. A standards draft was drawn up in September 1974 and distributed for trial application to all activities with CPOs. The response indicated the need for several changes and the desirability of a more extensive trial--particularly to determine the standard's actual impact on Navy CPOs.

b. Each Department of the Navy activity with a CPO was accordingly requested to apply a revised version of the standard, using a worksheet that would bring out the basis for the conclusions reached and reveal any critical factors that had been overlooked. A total of 106 activities responded. In general, the revised standard was endorsed as a sound and practical instrument for determining CPO staff size. Some additional changes were recommended -- mostly in the interest of increased clarity -- and the standard was put into its current form for official use.

c. The Civil Service Commission (CSC) has shown interest in the development of this standard and has issued instructions to its field offices to inquire as to its use during future personnel management evaluations.

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3. Applicability. This standard applies to all CPOs in the 50 states and the District of Columbia except (a) those in the various Washington headquarters and (b) those in headquarters or field activities of the Military Sealift Command.

4. Action

a. This standard will be used to determine staffing requirements for CPOs to which applicable. Ceilings should equate to requirements where practicable. The following procedure will be used in applying the standard:

(1) Exhibit E, Worksheet for Applying CPO Staffing Standard, will be used to record the basis for determining the CPO's staffing requirement.

(2) The head of the civilian personnel office will attest to the accuracy of the information in the worksheet by completing Certification No. 1 on page 4 of Exhibit E.

(3) Where an activity official outside the personnel office is called upon to review the worksheet in the process of internal ceiling allocation, such official should complete Certification No. 2 accordingly.

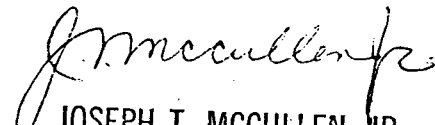
(4) For the initial application, in order to assure consistent interpretation of the standard throughout the Department, two copies of the completed worksheet will be furnished the appropriate OCP field office. This office will review the worksheet and return one copy to the activity with Certification No. 3 completed. (In the case of Marine Corps activities, the two copies will be sent to the Commandant of the Marine Corps, Code MPC-30, for review and return via the OCP chain.)

(5) OCP field offices will review any worksheets revised because of a change in workload if so requested.

(6) A current worksheet should be available for examination during any CSC, OCP or Command inspection.

b. Personnel management evaluations conducted by OCP will include an inquiry into action taken under this instruction.

Distribution (see page 3):

  
JOSEPH T. MCCULLEN, JR.  
Assistant Secretary of the Navy  
(Manpower and Reserve Affairs)

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SECNAVINST 12250.4

DEPARTMENT OF THE NAVY  
STAFFING STANDARD  
FOR  
CIVILIAN PERSONNEL  
OFFICES

19 November 1976

Enclosure (1)

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## I. INTRODUCTION

A. Purpose. This standard provides criteria for determining the staff size of civilian personnel offices in Department of the Navy field activities. "Staff size" means the number of CPO personnel of acceptable competence required to accomplish a CPO's work based on a 40-hour work week.<sup>1/</sup>

B. Applicability. The standard applies to all CPOs in the 50 states and the District of Columbia except for (a) those in the various Washington headquarters and (b) those in headquarters or field activities of the Military Sealift Command. (The study on which this standard is based included no MSC activities and too few Washington headquarters to furnish an adequate basis for inclusion in the standard.) It is intended to cover the continuing requirements of the CPOs to which it applies rather than any special requirements that may be caused by emergency situations, such as periods of unusually rapid growth or drawdown.

### C. Background

The study leading to this standard was initiated as a result of concern over staffing and funding problems of the Department of the Navy's Consolidated Civilian Personnel Offices (CCPOs). An ad-hoc study group, with representation from OCMM, OPNAV, NAVCOMPT, a systems command, and a CCPO was set up in March 1973 to explore possible solutions. It soon became apparent that staffing criteria of some kind were necessary before much headway could be made on the problem, and OCMM was asked to develop such criteria.

The staffing study was extended to all CPOs when it was recognized that CCPOs are not basically different from other CPOs. (The principal difference, servicing a large number of activities, is one of degree rather than kind, since the large majority of CPOs service more than one activity.)

A review of previous studies and consultation with subject-matter specialists resulted in a determination that voluminous information was needed for the type of standard visualized - a credible management tool that could be used to determine, support, and/or justify CPO manning and funding requirements.

A questionnaire was drawn up soliciting such information. Because of its length and the fact that much of the information sought would be in the form of estimates, responses were solicited on a voluntary basis. The questionnaire asked each civilian personnel officer:

<sup>1/</sup> This does not mean that the entire staff would consist of "journeyman" personnel. As brought out in Part II (p. 5), about 15% of a CPO's specialist staff is commonly below GS-9.

- What his office did during FY 73 (which of 110 specific tasks).
- How much time was spent on each task (estimated man-hours).
- Who spent the time ("journeyman" personnel specialists, specialists below the journeyman level, or clerical personnel).
- What the quantitative product was for 67 of the tasks.
- Whether certain of the tasks performed (80 of the 110) were done for all activities supported by the CPO or only for some.
- Whether some tasks weren't performed that should have been, or some performed that shouldn't have been, and the reason.
- Certain other data (CPO manpower listing, list of customers, extent of automation, special problems, etc.)

The questionnaire was pilot-tested at three CPOs (CCPO NDW, NAS Pensacola, and Ship Research and Development Center, Carderock), the test was judged promising, and a general invitation was extended to the Department of the Navy's remaining CPOs to participate in the study. A total of 68 volunteered and data was subsequently received from 55. The final sample used was 49 (data from six CPOs was excluded because of major internal inconsistencies). These CPOs appeared reasonably representative and were judged to constitute a satisfactory base for the study.

A standards draft was accordingly drawn up and all activities with CPOs invited (by DCMM letter of 24 Sept 1974) to validate the standard through trial application. A total of 47 activities participated, and the standard was revised on the basis of the resulting comments. A second draft was distributed for further validation in July 1975 (SECNAVNOTE 12250 of 1 July 1975). A total of 106 activities participated this time. These activities were sufficiently varied in terms of size and type, as well as sufficiently numerous within individual types, to provide what seemed a valid test of the standard. They represented almost 2/3 of all Department of the Navy activities with CPOs, serving over 80% of the Department's civilian population.

A principal finding of this study is confirmation of the widely held position (reflected, for example, in staffing standards for CPOs issued by the Air Force and Army) that the strongest single determinant of CPO staff size is the civilian population served. The study showed a high correlation between CPO staff size and population served. This correlation is especially pronounced when attention is confined to the staff assigned to "common tasks" (tasks that almost universally occupy a significant amount of CPO staff time).

Differences in staff size were found attributable to two main factors: (1) the specific circumstances under which CPOs perform their common tasks (differences in workload, in complexity of the organizations and occupations dealt with, in extent of computer support, etc.) and (2) the specific tasks a CPO performs in addition to its common tasks (college recruiting, for example, or administering a safety program).

This standard takes both of these factors into account, and provides criteria to measure each.

D. Organization of the standard

1. The standard provides a table (Exhibit A) which prescribes staff size in relation to population for the performance of "common tasks" and "miscellaneous tasks" (defined in paragraph F below).

2. The staff size indicated by this table is appropriate where seven specified circumstances are present. If one or more are not, the figure is adjusted, using specified criteria (Exhibit B).

3. Total staff needs are determined by adding to this figure, as adjusted, the specific staff requirements for any other tasks the CPO is called upon to perform. Any such task must involve a significant investment of CPO staff time to be creditable - at least 1/8 and in some cases 1/4 man-year, depending on CPO size.

4. Recognizing that CPOs typically perform certain "other" tasks that individually do not amount to 1/8 or 1/4 of a man-year but collectively do (defined in this standard as "miscellaneous tasks"), the figures in Exhibit A have been raised to reflect the impact of such miscellaneous tasks on CPO staff size. These figures are approximately 20% higher for the smaller CPOs, dropping to 10% for the larger. Since this is a built-in feature in the standard, it is improper to try to reflect the impact of such miscellaneous tasks in an individual activity by adding to the figure derived in step 3.

5. In some instances the total staff size determined above is increased to reflect a CPO's responsibility to provide partial service to certain activities or groups of employees (e.g., non-appropriated fund employees). Norms are provided to aid in this determination.

E. What the standard does not do

1. This standard does not deal with staffing ratios (except for the partial servicing situations discussed above - see Part III, Step D.) This is because (1) the ratio for the performance of common tasks is not a fixed ratio, but rather increases as the population served increases, and (2) even with the same population the ratio varies markedly, depending on the circumstances under which an activity performs its common tasks and on its specific staff requirements for the performance of other tasks.

2. The standard does not prescribe a "floor" level for CPOs or the circumstances under which personnel services should be consolidated, except that Exhibit A does not cover activities with populations under 300. See second footnote, Exhibit A.



3. The standard does not specify the types or levels of positions CPOs should have, or how they should be organized, since conclusions on these points could not be derived from the data submitted in the study. Many varied arrangements were observed and no individual arrangements stood out as obviously better than others.

4. The standard does not prescribe the tasks a CPO should perform - it deals solely with tasks CPOs in fact do perform (or at least performed during the period of the study). The particular tasks a CPO performs and the proportion of its staff it uses for any one task are necessarily a matter of local judgment in accommodating local needs and priorities within available resources. Granted, this study does show what appears to be an insufficient staff investment throughout the Department of the Navy in some areas (career management and forecasting, among others), but any requirement that specified staff be assigned to designated areas could make it necessary that staff be withdrawn from other areas assigned higher priority locally to accommodate local circumstances.

5. Since the standard is based on tasks performed during the period of this study, new tasks or circumstances will necessarily emerge that it does not treat, or treat appropriately (for example, the impact of the new Factor Evaluation System on staffing needs for the classification program, scheduled for implementation starting December 1976). The standard will therefore be revised periodically to reflect changing conditions affecting CPO staffing needs. In the meanwhile any tasks not discussed in the standard that call for a significant investment of CPO staff time should be treated as "other tasks" under Step C, Part II.

6. Finally, the standard admittedly does not cover every factor accounting for CPO staff variances. For example, it does not deal with differences in staff capability (as brought out under "Purpose" it assumes acceptable competence), nor with differences in work methods or procedures (except where caused by varying levels of computer support). Factors such as these undoubtedly have a material impact on a CPO's staffing needs, but no practical way of taking this impact into account was seen during this study. An attempt is made in the standard to keep any such factors to a minimum.

#### F. Definitions

"Common task": A task or a group of closely related tasks in which CPO's throughout the Department of the Navy characteristically invest a significant amount of staff time. (See first column of Exhibit D).

"Other task": Any task or group of closely related tasks not identified as a common task but whose performance involves a significant investment of time for a particular CPO. (See second column of Exhibit D).

"Miscellaneous tasks": All other tasks performed by a CPO, where any one involves less than a significant investment of CPO staff time.

"Significant investment of staff time": 1/4 man-year or more, as a recurring annual requirement, for a CPO serving a civilian population of about 2500 or more; 1/8 man-year or more for a CPO serving a smaller population. (For a definition of "man-year," see footnote, p.6)

## II. HOW TO USE THE STANDARD

### Step A. Determine from Exhibit A the basic staff size required for the performance of common and miscellaneous tasks

- o Determine the total civilian population provided full or virtually full service<sup>1/</sup> by the CPO.
- o Using Exhibit A find the staff size that corresponds to this population (Example: With a population of 3,600, staff size would be 35). Round off to nearest 1/2.
- o This figure is the basic staff size required for the performance of "common tasks" and "miscellaneous tasks" (see definitions) - the size indicated when the following "normal" circumstances are present:
  1. All the common tasks listed in the first column of Exhibit D are performed.
  2. These tasks are performed entirely by CPO personnel, with all but about 15% of the personnel specialist staff at the "journeyman" level (GS-9) or above.
  3. Only one activity of significant size (100 or more civilians) is provided full or virtually full service.
  4. Program complexity of the organization(s) served is "substantial" as reflected in the official rating of the CPO Director's position on Factor I, Element 3 of the CSC classification standards for the GS-201 Series, Part I.<sup>2/</sup>
  5. Personnel processes have relatively complete computer support, including SF-50s and the SF-7 file.
  6. Labor-management relations demands on the CPO are relatively low.
  7. Volume of CPO work is neither unusually high or low - as a result of activity turnover or as reflected by workload data for the 20 tasks specified in Exhibit C.

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<sup>1/</sup> "Virtually full service" means the performance of at least three of the four basic personnel functions at a technical level (employment, labor and employee relations, training and development, and classification).

<sup>2/</sup> The rating of this element measures the following circumstances (see NAVEXOS P-1775-27, July 1962, Navy Interpretive Memorandum on GS-201 Series): functional coverage of the program, variety and technical complexity of occupations served, organizational complexity and stability, servicing organizations under separate management controls, intermingling of work forces, dispersion, isolation, and missions placing exceptional demands on the personnel program.

Step B. Adjust this figure to reflect special circumstances, using Exhibit B

- o Apply Exhibit B to determine any additions or subtractions from the figure determined in Step A that are appropriate because of the circumstances under which common tasks are performed.
- o To determine the adjustment under this step, multiply the percentage for any applicable item on Exhibit B by the basic staff size, add or subtract the resulting figures as appropriate, and round off the total to the nearest 1/2. (See EXAMPLES below.)

Step C. Determine total staff needs by adding requirements for other tasks performed

- o Add any man-year requirements for any other tasks charged to the CPO, when each such task or group of closely related tasks (see Exhibit D) calls for a significant investment of CPO staff time.
- o For larger CPOs (those servicing civilian populations of about 2500 or more) any task or group of closely related tasks must require 1/4 man-year or more of effort to be creditable under this step. For CPOs servicing civilian populations under 2500, the minimum creditable increment is 1/8 man-year. 1/
- o Round off the resulting figure (raise 1/2 or more to the next higher number).

Special Notes:

- (1) Each task or group of closely related tasks listed in Exhibit D must separately involve 1/4 or 1/8 of a man-year to be creditable; tasks may not be combined for this purpose.
- (2) Any task or any group of closely related tasks that occupies less than 1/4 or 1/8 of a man-year is not separately creditable under this step because it has already been taken into account in setting the basic staff level in Step A. (See discussion in INTRODUCTION, paragraph D4, page 3.)
- (3) Virtually all of a CPO's tasks should fit somewhere among the tasks listed in Exhibit D. Any that at first do not seem to and therefore seem suitable for credit as additional "other" tasks (especially any that involve a substantial investment of CPO staff time) should be scrutinized carefully to make sure that they are in fact not common tasks - that they are different substantively as well as semantically.

1/ "Man-year: Effort equal to that of one person for one year. "Year" in this sense means 52 weeks with 40 hours in each, or a total of 2080 hours of paid time, including holidays and leave.

Step D. Increase the total by adding any special staff requirements for partial service to particular activities or groups of employees

- o If one or more activities or groups of employees (e.g., non-appropriated fund employees) are provided service in one or two functional areas (e.g., classification or labor/employee relations), determine the impact on the CPO staff size, using the same minimum increments as under Step C (1/8 or 1/4 man-year, depending on the population serviced).

- o The following are suggested criteria for determining this impact:

Classification (all common tasks, #39 through 44, Exhibit D) - add 1 staff member for each 800 additional employees serviced.

Labor and employee relations (all common tasks, #14 through 27, Exhibit D) - add 1 staff member for each 500 additional employees serviced.

Employment (all common tasks, #1 through 13, Exhibit D) - add 1 staff member for each 250 additional employees serviced.

**EXAMPLES**

1. **An ordnance station with 2550 civilians**

Step A (Exhibit A): Basic staff size ..... 28

Step B (Exhibit B): Adjustment to basic staff size ..... + 2½

4b. "Exceptional" program complexity:	+ 6%
5a. Little computer support:	+ 3%
Total:	+ 9%

Computation: 9% x 28 = 2.52

Step C (Exhibit D): Additional staff required for "other" tasks... + 2

115. Write newspaper	1 MY
117. Lecture	½ MY
123. Classification studies	½ MY
Total:	2 MY

TOTAL STAFF NEEDED ..... 33  
(rounded off)

2. An R&D laboratory with 3000 civilians

Step A: Basic staff size ..... 31

Step B: ..... + 3½

4b. "Exceptional" program complexity: + 6%  
 5a. Little computer support: + 3%  
 7a. High turnover (accessions 28%)  
       (separations 24%): + 2%  
                             Total: +11%

Computation: 11% x 31 = 3.41

Step C: ..... + 3

102. College recruiting 1 MY  
 114. Special drives ¼ MY  
 115. Publish newspaper 1 MY  
 120. Special training studies ¼ MY  
 124. Position management ¼ MY  
 126. DEEO responsibility ½ MY  
                             Total: 3 MY

TOTAL STAFF NEEDED ..... 38  
   (rounded off)

3. A CCPO serving 69 activities with 3091 civilians

Step A: Basic staff size ..... 32

Step B: ..... + 4

1a. No employee development work: - 2%  
 3b. Services over 10 activities of significant  
       size (8 with over 100 civilians, plus  
       equivalent of 4 more of such size): + 4%  
 5b. Completely manual: + 3%  
 6. Heavy LMR demands: + 3%  
 7b. High work volume (in top 25% on 9 tasks,  
       bottom 25% on 3): + 4%  
                             Total: +12%

Computation: 12% x 32 = 3.84

Step C: ..... + 1

101. Develop recruitment plans for other activities ¼ MY  
 110. Serve on negotiating team ¼ MY  
 135. Visit activities to assure proper level of  
       service ¼ MY  
 138. Special studies ¼ MY  
                             Total: 1 MY

TOTAL STAFF NEEDED... 37

4. A naval air station serving a NAVAIWORKFAC, 7800 civilians

Step A: Basic staff size ..... 56½  
(rounded off)

Step B: ..... + 6

4b. "Exceptional" program complexity:	+ 6%
5a. Little computer support:	+ 2%
6. Heavy LMR demands:	+ 3%
Total:	+11%

Computation:  $11\% \times 56.5 = 6.215$

Step C: ..... +10 ¾

108. Special employment studies	1 MY
110. Serve on negotiation team	1½ MY
113. Welfare/recreation work	¾ MY
114. Special drives	¼ MY
117. Lectures	2¼ MY
121. Career management tasks	¼ MY
122. Write PDs	2 MY
123. Special classification studies	1 MY
125. Wage survey tasks	¼ MY
126. Serve as DEEO	½ MY
134. Special assistance to military	¼ MY
--- Assist employees on community facilities (housing, transportation, financial aid, etc.)	¾ MY

Total: 10 ¾ MY

Step D: ..... + ½

Classification service to 500 non-appropriated fund employees

TOTAL STAFF NEEDED.... 74

EXHIBIT

(A)

BASIC CPO STAFF SIZE  
FOR COMMON AND MISCELLANEOUS TASKS<sup>1/</sup>

Step A

Note: Where population falls between two of the figures shown, round off CPO staff size to the nearest  $\frac{1}{2}$ .

Civilian Population Served	CPO Staff	Civilian Population Served	CPO Staff	Civilian Population Served	CPO Staff
300 <sup>2/</sup>	3	2177	25	5776	47
348	4	2304	26	5980	48
400	5	2433	27	6188	49
455	6	2567	28	6400	50
513	7	2704	29	6615	51
576	8	2844	30	6833	52
641	9	2988	31	7056	53
711	10	3136	32	7281	54
784	11	3287	33	7511	55
860	12	3441	34	7744	56
940	13	3600	35	7980	57
1024	14	3761	36	8220	58
1111	15	3927	37	8464	59
1201	16	4096	38	8711	60
1296	17	4268	39	8961	61
1393	18	4444	40	9216	62
1495	19	4624	41	9473	63
1600	20	4807	42	9735	64
1708	21	4993	43	10000	65
1820	22	5184	44	10268	66
1936	23	5377	45	10541	67
2055	24	5575	46	10816	68

- 1/ Formula for the curve represented by the figures in this exhibit is:  
CPO basic staff =  $.75 \times \text{square root of civilian population served, minus } 10$ .
- 2/ Staff is not indicated for populations below 300 because activities of this size vary too widely in the type of CPO work performed. Note the provision in CMMI 250-F that activities with fewer than 300 employees "should not ordinarily operate even a Class B CPO, nor otherwise process or maintain personnel records, if located proximately with another Department of Defense activity which operates a CPO."

TABLE FOR ADJUSTING BASIC STAFF SIZE

Step B

ADD % IN COLUMN X TO BASIC STAFF SIZE UNDER CIRCUMSTANCES BELOW <u>1/</u>	COLUMN X	SUBTRACT % IN COLUMN Y FROM BASIC STAFF SIZE UNDER CIRCUMSTANCES BELOW <u>1/</u>	COLUMN Y
		1a. Certain major common tasks are not performed (e.g., all training tasks) <u>2/</u> .	-2% or
		b. An especially high-demand common task is not performed (e.g., classifying positions or processing personnel actions) <u>2/</u> .	-4%
2. High turnover in the CPO, recruiting difficulties, etc., cause a high pro- portion of the personnel specialist staff (25% or more) to consist on a continuing basis of GS-5 and/or GS-7 trainees.	+4%	2. One or more non-CPO personnel perform one or more of the common tasks.	<u>3/</u>
3a. Five to nine activities of significant size (100 or more civilians) are provided full service. <u>4/</u>	+2%		
b. Ten or more activities of significant size are pro- vided full service. <u>4/</u>	+4%		
Note: Activities which individually have under 100 civilians should be grouped to determine proper credit under this item. Each group of activities with a cumulative total of over 100 civilians is counted as a single activity of sig- nificant size. (See Part II, Example 3.)			

- 1/ Where separate %'s are given under a and b for any one item, use the more applicable %.
- 2/ Subtract staff under this item only when a common task is not performed. Basic staff is unaffected by failure to perform a non-common task (e.g., conducting lectures or serving as activity DEEOO).
- 3/ Subtract the number of man-years actually spent by non-CPO personnel on CPO tasks. (Personnel concerned solely with liaison do not count for this purpose.)
- 4/ Add 1% when one or more such activities are not Department of the Navy activities.

Continued on next page



ADD % IN COLUMN X TO BASIC STAFF SIZE UNDER CIRCUMSTANCES BELOW	COLUMN X	SUBTRACT % IN COLUMN Y FROM BASIC STAFF SIZE UNDER CIRCUMSTANCES BELOW	COLUMN Y
4a. Factor I, Element 3 for CPO Director's position is officially rated " <u>very substantial.</u> "	+3%	4a. Factor I, Element 3 for CPO Director's position is officially rated " <u>moderate.</u> "	-3%
b. I-3 for the CPO Director is officially rated " <u>exceptional.</u> "	+6%	b. I-3 for the CPO Director is officially rated " <u>limited.</u> "	-6%
5a. Processes have <u>little</u> <u>computer support</u> (limited, for example, to SF 50's prepared by flexowriter, with paper tape used to maintain local data base or generate PADS input cards).	+2%		
b. Processes are <u>completely</u> <u>manual.</u> (SF 50's are individually typed and data is posted manually to SF-7's and retention registers.)	+3%		
6. Labor-management relations demands on the CPO are <u>heavy</u> due to such factors as extensive inter- or intra-union instability, strong resistance to bilateralism by top or middle management, or high level of union sophistica- tion resulting in pressures on all levels of management or beyond the activity.	+3%	6. There are <u>virtually no</u> labor-management relations demands on the CPO due to the absence of any groups with exclusive recognition, the small proportion of employees in any such groups, or union inactivity otherwise.	-3%

Continued on next page

ADD % IN COLUMN X TO BASIC STAFF SIZE UNDER CIRCUMSTANCES BELOW	COLUMN X	SUBTRACT % IN COLUMN Y FROM BASIC STAFF SIZE UNDER CIRCUMSTANCES BELOW	COLUMN Y
7a. Activity turnover is <u>high</u> , affecting work volume in CPO: accession and separation rates <sup>1/</sup> are each 25% or more.	+2%	7a. Activity turnover is <u>low</u> : accession and separation rates <sup>1/</sup> are each 10% or less.	-2%
	or		or
b. Volume of CPO work is <u>generally</u> high: workload rates (see Exhibit C) are <u>much more often</u> comparable to those of the top 25% of Navy activities than the bottom 25% - e.g., 9 or 10 in top 25% vs. 2 or 3 in bottom.	+4%	b. Volume of CPO work is <u>generally</u> low: workload rates are <u>much more often</u> comparable to those of the bottom 25% of Navy activities than the top 25%.	-4%

<sup>1/</sup> Accession rate: Number of accessions during preceding year divided  
by number of civilians on board at beginning of year.  
Separation rate: Number of separations during preceding year divided  
by number of civilians on board at beginning of year.

## REFERENCE CHART FOR ITEM 7b, EXHIBIT B

EXHIBIT (C)

Workload Data on Selected Common Tasks

(This chart shows the number of action items completed in a year per 100 civilians serviced by CPOs in the study)

Selected Common Tasks <u>1/</u>	Bottom 25% of Navy CPOs	Top 25% of Navy CPOs
1. Jobs on which qualification requirements were developed (standards, job elements, crediting plans, or supplementary guides) .....	1 or less	7 or more
5. Employment certificates processed .....	5 " "	15 " "
6. Applicants interviewed for acceptability for specified positions .....	14 " "	60 " "
7. Rating, selection, or promotion panels advised ..	3 " "	12 " "
8. Applicants evaluated .....	50 " "	150 " "
9. Employment inquiries from the public .....	50 " "	200 " "
10. SF-50s processed (other than payroll changes) ...	72 " "	180 " "
11. Veterans, handicapped, summer aids, or other special categories of personnel contacted for recruitment .....	6 " "	30 " "
14(a) Disciplinary actions processed, including writeup of rationale .....	0	4 " "
14(b) Adverse actions, appeals, and grievance cases processed, including writeup of rationale .....	0.1 " "	1 " "
18. Beneficial suggestions processed .....	3 " "	11 " "
19. Other nominations for incentive awards .....	3 " "	11 " "
23. No. counseled on retirement .....	8 " "	19 " "
24(a) No. of employees counseled on grievances, appeals, or discipline .....	1 " "	7 " "
24(b) Instances of pre-action disciplinary advice to managers .....	1 " "	10 " "
25. No. counseled otherwise (except on training, benefits, or EEO) .....	2 " "	20 " "
30. Releases on training opportunities .....	0.6 " "	5 " "
34. Training plans (IDP's) developed for individuals .....	0.3 " "	3 " "
40. Classification audits other than MR .....	2 " "	14 " "
43. MR audits .....	5 " "	15 " "

1/ The task numbers on this page correspond to those in Exhibit D.

EXHIBIT (D)

## LIST OF COMMON AND OTHER TASKS

"Common task": One of the tasks listed in the first column of this exhibit - a task or a group of closely related tasks in which CPOs throughout the Department of the Navy characteristically invest a significant amount of time.

"Other task": Any task or group of closely related tasks not identified as a common task but whose performance involves a significant investment of time for a particular CPO.

"Closely related tasks": Tasks which have a close functional relationship - for example, work involved in administering the Federal Employees Compensation Program (assisting employees in filling out reporting forms, processing claims for sick leave, counseling, follow-up, etc.).

"Significant investment of staff time": 1/4 man-year or more, as a recurring annual requirement, for a CPO serving a civilian population of about 2500 or more; 1/8 man-year or more for a CPO serving a smaller population. 1/

Common Tasks	Most Frequently Mentioned Other Tasks
<div>EMPLOYMENT <u>2/</u></div> <ol style="list-style-type: none"> <li>1. Develop qualification requirements for recruitment or promotion (standards, job elements, crediting plans, or supplementary guides).</li> <li>2. Draft vacancy announcements.</li> <li>3. Make preemployment checks (vouchering).</li> <li>4. Process preemployment documents (for security clearance, medical examinations, verification of previous experience, life and health insurance, retirement, etc.) Aid individuals in completing them.</li> </ol> <p>(continued)</p>	<ol style="list-style-type: none"> <li>101. Develop plans on recruitment needs for particular occupations.</li> <li>102. Visit colleges for recruiting.</li> <li>103. Administer tests (PACE, typist, steno, etc.).</li> <li>104. Process applicants for overseas positions.</li> <li>105. Make suitability determinations under FPM 731.</li> <li>106. Monitor placement actions through questionnaires or interviews.</li> </ol> <p>(continued)</p>

1/ "Man-year": Effort equal to that of one person for one year. "Year" in this sense means 52 weeks with 40 hours in each, or a total of 2080 hours of paid time, including holidays and leave.

2/ Functional headings in this exhibit are for convenience only. Individual tasks may be performed by personnel in other specialties or organizational subdivisions of a CPO.

Common Tasks	Most Frequently Mentioned Other Tasks
<p>5. Request, audit, and return certificates of eligibles.</p> <p>6. Interview applicants for acceptability for specified positions.</p> <p>7. Advise or serve on rating, selection, or promotion panels.</p> <p>8. Evaluate candidate qualifications in relation to job requirements.</p> <p>9. Discuss employment possibilities with general public.</p> <p>10. Prepare and process personnel actions (SF-50) and payroll change slips (SF-1126). Determine pay rates or premium pay as appropriate.</p> <p>11. Coordinate or otherwise participate in administering "special emphasis" programs (for employment of Vietnam veterans, handicapped, summer aids, youths or other enrollees in host programs, or other special categories of employees, but not for candidates for overseas positions - see #104). Plan for, identify positions, locate candidates, interview, place, follow-up, publicize program, or play active role otherwise.</p> <p>(continued)</p>	<p>107. Develop or assist in developing promotion plans for activities other than the host activity. (This does not refer to the development of qualification requirements for specific positions or categories of positions - see #1.)</p> <p>108. Make special employment studies not covered above or involved in any of the common tasks.</p>

Common Tasks	Most Frequently Mentioned Other Tasks
<p>12. <u>RIFs</u>: Do advance planning, check currency and accuracy of retention registers, determine employee standing on registers, process RIF actions, register employees on Reemployment Priority Lists (RPL's) and in Priority Placement Program (PPP), inform individuals of their rights and obligations, seek employment for those being RIF'd.<sup>1/</sup></p> <p>13. Maintain employment records and files or provide clerical support otherwise for employment program.</p>	
<div data-bbox="272 905 721 953" style="border: 1px solid black; padding: 2px; text-align: center;">LABOR &amp; EMPLOYEE RELATIONS</div> <p>14. Process disciplinary, adverse action, appeal, and grievance cases, including write-up of rationale.</p> <p>15. Process discrimination complaints.</p> <p>16. Advise management on union matters including the interpretation of labor-management policy, regulations, or agreements and technical and procedural advice before or during negotiations. (Participating in the actual negotiations is covered by #110).</p> <p style="text-align: center;">(continued)</p>	<p>109. Serve as management representative, representing the activity on individual EEO or adverse action cases in hearings before the CSC, or on labor-management relations cases before third parties.</p> <p>110. Participate in face-to-face negotiation of contracts with unions. (Action confined to advising management on negotiations is covered by #16).</p> <p>111. Do EEO counseling. Define issues with employee, discuss findings with supervisor, seek informal resolution of complaint, etc.</p> <p style="text-align: center;">(continued)</p>

<sup>1/</sup> This is identified as a common task since it is normally performed in lieu of other tasks when a RIF has been directed.

Common Tasks	Most Frequently Mentioned Other Tasks
<p>17. Provide information to, consult with, or otherwise deal with union representatives.</p> <p>18. Process beneficial suggestions. Receive suggestions, forward for comment, follow up on, evaluate resulting data, etc.</p> <p>19. Process other awards. Receive recommendations, arrange for board meetings, check personnel folders to determine eligibility for length of service awards, etc.</p> <p>20. Participate otherwise in awards program. Promote and publicize program, advise supervisors or award boards, etc.</p> <p>21. Administer annual performance rating program.</p> <p>22. Administer insurance benefits program (health and life). Publicize program, distribute change request forms, etc.</p> <p>23. Counsel employees and supervisors on retirement and other benefits and services (insurance, health, travel, etc.).</p> <p>24. Counsel employees and supervisors on grievances, appeals, adverse actions, or discipline. Serve as adviser in informal proceedings.</p> <p>(continued)</p>	<p>112. Administer or help administer Employee Assistance Program, including employee counseling in cases of alcoholism, drug abuse, or other areas under the program.</p> <p>113. Participate in administering welfare or recreational programs.</p> <p>114. Conduct special drives - United Fund, bonds, blood, etc.</p> <p>115. Draft or publish activity newspaper or other "house organ" as a general medium of communication with employees (as opposed to preparation of technical directives).</p> <p>116. Make special labor or employee relations studies not covered above or involved in any of the common tasks.</p>

Common Tasks	Most Frequently Mentioned Other Tasks
<p>25. Counsel employees or dependents on other aspects of personnel management including assistance to survivors of deceased employees or retirees, but not including EEO counseling (see #111) or counseling under Employee Assistance Program (see #112).</p> <p>26. Give general information on personnel management (promotion, transfer, classification appeal procedure, EEO, etc.).</p> <p>27. Maintain labor and employee relations records and files or provide clerical support otherwise, including reporting on grievances, adverse actions, and appeals.</p>	
<div data-bbox="256 1142 683 1188" style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">TRAINING AND DEVELOPMENT</div> <p>28. Survey training needs, e.g., through discussions with managers.</p> <p>29. Advise managers on the training program, including training needs of individual employees.</p> <p>30. Publicize training opportunities.</p> <p>31. Develop activity training plans, priorities, and budgets.</p> <p style="text-align: center;">(continued)</p>	<p>117. Prepare for and conduct lectures, workshops, or other direct instruction in general or specialized areas.</p> <p>118. Design training courses otherwise - select methodology, select or develop training aids, and prepare or adapt lesson plans.</p> <p>119. Administer the apprentice program at an industrial activity, or a program of equivalent dimensions.</p> <p style="text-align: center;">(continued)</p>



Common Tasks	Most Frequently Mentioned Other Tasks
<p>32. Make arrangements for, administer, or manage individual on-site or off-site developmental programs or courses (general, special, or long-term; supervisory, technical, professional, trainee, VRA, COOP, etc.) - but not including programs having the dimensions of apprentice training at an industrial activity (see #119) or activity-wide responsibility as upward mobility coordinator (see #127). Schedule, arrange, allocate quotas, enroll personnel for, or otherwise coordinate each training.</p> <p>33. Develop specifications for contract courses, identify potential contractors, and negotiate the contracts.</p> <p>34. Provide guidance and assist in the development of training plans for individual personnel (IDP's).</p> <p>35. Counsel individual personnel on training, including training aspects of career development.</p> <p>36. Evaluate training results.</p> <p>37. Prepare training reports, including feeder reports for TRIM System.</p> <p>38. Maintain training records, files, and aids or provide clerical support otherwise for training program.</p>	<p>120. Make special training studies not covered above or involved in any of the common tasks.</p> <p>121. <u>Career management</u>: Determine intake requirements for career programs applicable to activity, register employees or supervisors in central inventories, and monitor program implementation - performance appraisals, accomplishment of required training, proper development of trainees under the programs, etc.</p>

Common Tasks	Most Frequently Mentioned Other Tasks
<div data-bbox="326 275 664 327" style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">CLASSIFICATION/WAGE</div> <p>39. Advise and assist employees or supervisors in preparing position or job descriptions, including advice on approach to or content of individual PDs or JDs, but not including the actual writing of complete PDs or JDs (see #122).</p> <p>40. Conduct work audits or do other fact-finding to establish or verify facts needed for classification.</p> <p>41. Prepare evaluation statements providing rationale for classifications assigned.</p> <p>42. Classify or advise on classification of positions or jobs, including application of newly issued standards and action on appeals. As appropriate, assign Fair Labor Standards Act category, establish occupational area for competitive levels, or determine propriety of hazard or environmental pay.</p> <p style="text-align: center;">(continued)</p>	<p>122. Write position or job descriptions for employees or supervisors. (<u>Assisting</u> employees or supervisors in writing descriptions is covered by #39).</p> <p>123. Make special classification studies - i.e., other than those involved in any of the common tasks. (These may include studies of standards drafts submitted for trial and comment, or studies of FLSA category for groups of positions in borderline areas, but do not include studies to apply new standards to individual positions).<sup>1/</sup></p> <p>124. <u>Position management</u>: Serve as position management officer, advise on organization or position design, make organization or position design studies, or provide clerical support to position management program. (This does not include reviewing the classification of positions during maintenance reviews, or advising managers on changes necessary to support certain classifications, on the classification impact of specified changes, or on how to prepare PDs/JDs to reflect specified changes).</p> <p style="text-align: center;">(continued)</p>

<sup>1/</sup> It is likely, however, that implementation of the new CSC Factor Evaluation System, scheduled to start in December 1976, will require additional classification staff in many activities.

Common Tasks	Most Frequently Mentioned Other Tasks
<p>43. Conduct annual maintenance reviews including work audits.</p> <p>44. Maintain records and files or provide clerical support otherwise to classification/wage program.</p>	<p>125. <u>Wage surveys</u>: Perform duties of host activity, serve on wage survey committee, collect wage data, or provide wage survey support otherwise.</p>
<div data-bbox="425 520 587 571" style="border: 1px solid black; padding: 2px; text-align: center; margin-bottom: 10px;">GENERAL</div> <p>45. Provide technical support to EEO program including drafting or assisting on EEO policy instructions or affirmative action plans, assisting in setting numerical goals, serving as technical resource to EEO Committee, and counseling management, but not including serving as activity DEEO (see #126) or EEO counseling per se (see #111).</p> <p>46. Write directives (any type) for host activity.</p> <p>47. Prepare periodic reports not mentioned elsewhere (manual or mechanized).</p> <p>48. Type, file, maintain records, or provide any other type of clerical support not mentioned under the individual functions above, such as key punching to prepare PADS input data, operating a remote terminal as part of a computer-supported system, or preparing travel orders or claims for CPO personnel. (Preparing travel orders or claims for non-CPO personnel is covered by #139).</p> <p style="text-align: right;">(continued)</p>	<p>126. Serve as activity Deputy Equal Employment Opportunity Officer responsible under CMMI 713 for providing leadership and assistance to line and staff officials in executing EEO policy, and for providing direction and guidance to the other EEO officials; or serve as Federal Women's Program Coordinator, or Spanish-Speaking Program Coordinator, or provide support to any such official as a direct result of this responsibility being within the CPO (as contrasted with the type of support normally given to the EEO program by a CPO).</p> <p>127. Serve as coordinator of all phases of upward mobility program: skills surveys, selection of trainees, career counseling, identification of target positions, job restructuring, development of IDP's, program evaluation, etc.</p> <p>128. Serve as Privacy Act Coordinator or Administrator for one or more activities.</p> <p>129. Help develop forecasts of manpower requirements.</p> <p style="text-align: right;">(continued)</p>

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Common Tasks	Most Frequently Mentioned Other Tasks
<p>49. <u>CPO staff self-development</u>: Read professional literature, attend professional meetings, attend training courses, etc.</p> <p>50. Administer, manage, or supervise the work of the CPO in individual technical areas or overall, and brief higher-level management as appropriate. Plan and assign work, evaluate performance, deal with grievances, develop budgets, hold or attend staff meetings, etc.</p>	<p>130. Advise or serve on personnel management self-evaluation committee.</p> <p>131. Help administer safety program (education, industrial hygiene, etc.) but not including injury compensation (see #132).</p> <p>132. Help administer Federal Employees Compensation Program/ Occupational Health and Safety Act: Assist employees in filling out reporting forms, process claims for sick leave, counsel, follow-up, etc. Engage</p> <p>133. Engage in community relations activities ("open house" days, exhibitions, news releases, help on community service projects, etc.).</p> <p>134. Orient military managers or assist military personnel otherwise.</p> <p>135. Visit activities other than host activity to assure proper level of personnel service, including travel for this purpose during regular working hours. (This does not include visits to internal components of the host activity, or visits to provide advice or assistance in individual functional areas - see #29, for example. It also does not include the time spent by CPO representatives stationed on-site in other activities.)</p> <p>(continued)</p>

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Common Tasks	Most Frequently Mentioned Other Tasks
	<p>136. Write directives (any type) for activities other than the host activity.</p> <p>137. Make special studies or prepare special reports not covered above or in any of the common tasks.</p> <p>138. Provide clerical support for other activities or for organizational components of the host activity other than the CPO - e.g., messenger service, or preparing travel orders or claims.</p> <p>139. Perform non-personnel work per se - e.g., systems analysis or computer programming. (<u>Key-punching</u> by CPO personnel, however, e.g., to prepare input for civilian data processing systems - or correcting or validating data on PADS, TRIM, or minority listings from OCMM, is covered by #48.)</p>

Activity and Location: \_\_\_\_\_

EXHIBIT (E)

Date \_\_\_\_\_

## WORKSHEET FOR APPLYING CPO STAFFING STANDARD

**STEP A:** Basic staff size for common and miscellaneous tasksTotal civilian population provided  
full or virtually full service  
(see footnote 1/, p.5).....Corresponding basic staff  
size, from Exhibit A (round  
to nearest 1/2) .....

( )A

**STEP B:** Adjustments in basic staff size, per criteria in Exhibit B

More Staff Required	Add %	Less Staff Required	Subtract %
2. 25% or more of specialist staff at GS-5 or 7 .....	_____	1a. Major task(s) not performed (list below 1b).....	_____
3a. Five to nine activities...	_____	b. High-demand task(s) not performed (list below).....	_____
b. Ten or more activities....	_____	_____	_____
3a or b: One or more non-Navy.	_____	_____	_____
4a. "Very substantial" program, per OCMM evalua- tion statement on CPD PD..	_____	2. Non-CPO personnel (no. _____) perform CPO tasks	_____
b. "Exceptional" program.....	_____	4a. "Moderate" program.....	_____
5a. Little computer support...	_____	b. "Limited" program.....	_____
b. Completely manual.....	_____	6. Virtually no LMR demands...	_____
6. Heavy LMR demands.....	_____	7a. Low turnover.....	_____
7a. High turnover..... (Accession rate: _____%) (Separation rate: _____%)	_____	b. Low work volume.....	_____
b. High work volume..... (In top 25%, (Bottom Exhibit C) 25%)	_____		
# _____ # _____			
_____			
TOTAL % ADDED.....	_____	TOTAL % SUBTRACTED.....	_____

Computation: Total % added ( ) X basic staff size ( ) = \_\_\_\_\_  
 Total % subtracted ( ) X basic staff size ( ) = \_\_\_\_\_  
 DIFFERENCE = \_\_\_\_\_

No. of non-CPO personnel performing  
CPO tasks (subtract).....

RESULTING ADDITION/SUBTRACTION  
OF STAFF UNDER STEP B.....( )B

**STEP C:** Additional staff required for "other" tasks (see p. 6 of standard)

Note: Do not credit a task unless it calls for at least 1/4 man-year where population served is 2500 or more, or at least 1/8 man-year otherwise. Tasks #101 to 140 may not be combined for this purpose. The same is true of any additional tasks listed under this step, unless closely related. List such additional tasks on the next page. Make any explanatory remarks on p.4.

Non-Common Task or Group of Closely Related Tasks (See Exhibit D)*	Man-Year Requirements	Non-Common Task or Group of Closely Related Tasks (See Exhibit D)	Man-Year Requirements
101. Develop recruitment plans		121. Career management.....	
102. Visit colleges for recruiting		122. Write PDs .....	
103. Administer tests		123. Special classif. studies *	
104. Process overseas applicants		124. Position management	
105. Suitability determinations		125. Wage surveys	
106. Monitor placement actions		126. Activity DEEOO	
107. Promotion plans (serviced activities)		127. Upward mobility coordinator	
108. Special employment studies*		128. Privacy Act Coordinator	
109. Serve as management representative		129. Manpower forecasting	
110. Negotiate union contracts		130. Self-evaluation committee	
111. EEO counseling		131. Safety program	
112. Employee Assistance Program		132. Injury compensation	
113. Welfare/recreation programs		133. Community relations	
114. Special drives		134. Assist military	
115. Newspaper/house organ		135. Visit serviced activities	
116. Special EMR studies*		136. Directives (serviced activities)	
117. Lecture		137. Other special studies/ reports*	
118. Design training courses		138. Clerical support outside CPO	
119. Administer apprentice program		139. Non-personnel work	
120. Special training studies *			

\* Indicate the most time-consuming studies under REMARKS on page 4.

Total man-years, this page \_\_\_\_\_

STEP C (continued)

Additional Tasks	Man-Year Requirements

Total man-years, preceding page .....           

Total man-years, above .....           

TOTAL FOR STEP C ..... (        ) C  
(round to nearest 1/2)

**STEP D** : Special requirements for partial service to activities/employees  
(see p. 7 of standard)

Activity	Number of Employees	No. NAFA	Personnel Functions Involved	Additional Staff Required

Total additional staff, Step D ... (        ) D

**RECAP**

Step A - Basic staff size .....             
 Step B - Addition or subtraction .....             
 Step C - Addition (as appropriate) .....             
 Step D - Addition (as appropriate) .....           

Total staff needs .....   
 Current ceiling for CPO .....             
 Difference (+ or -) .....



EXHIBIT E (p. 4)

CERTIFICATIONS		
1. <u>HEAD OF CIVILIAN PERSONNEL OFFICE</u> : The information presented herein accurately reflects the work requirements of this office, except as noted below under REMARKS.	SIGNATURE AND TITLE _____	DATE
2. <u>OTHER ACTIVITY OFFICIAL</u> (see par. 4b of SECNAVINST): The information presented herein is consistent with my understanding of the work and circumstances of the CPO, except as noted below under REMARKS.	SIGNATURE AND TITLE _____	DATE
3. <u>OCP FIELD DIVISION DIRECTOR</u> : The presentation and conclusions in this worksheet appear consistent with the intent of the staffing standard, except as noted below under REMARKS.	SIGNATURE AND TITLE _____	DATE

REMARKS

